

Executive Registry

80-4319/1a

1. Casey ""s
2. Discuss w/DDCI to ensure agrees
WTP4
3. Gary - keep copy -

31 DEC 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT : Recruitment Process

REFERENCE : A. Memo for IG and D/PPPM from DDCI, dated 12 August 1980, Subject: Recommendation #42 of Inspector General Report on Recruitment

B. Memo for DDCI from D/PPPM, dated 23 September 1980, Same Subject

1. Reference A. requested status reports on problems and progress under the new recruiting and processing system. Reference B. was an interim report. This is the final report.

2. The New Processing System

In addition to the progress noted in reference B. and in spite of the same continuing problems, new developments can be reported:

a. The Security Expeditors have called [] of all applicants based on questionable areas, on the PHS, e.g., drug usage. Of these, [] have been rejected, thus keeping them out of the system.

b. We initiated Pre-Investigative Interviews (PII). Conducted when the applicant is here for an interview by an office, the PII seeks to weed out those who will not meet security and suitability standards before the field investigation is initiated. Of the applicants given the PII, an additional [] have been rejected. Thus, our up-front screening is eliminating [] of those formerly going into the system.

c. The Directorates each provided a representative to verify recruiting requirements. Among their first discoveries were large numbers of phantom requirements, e.g., requirements for [] typists when there are [] typists on duty against [] positions. This has led to a thorough analysis of each office's Staffing Complement, which

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was found to be outdated and inaccurate. A major project is now underway to make the Staffing Complements realistic and current. When this is completed, and along with computer projections of attrition, we should finally have a firm grasp on true recruiting requirements.

d. By the use of targeted recruiting and stringent controls, the number of applicants in process has been reduced from over [redacted]

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e. The time required to initiate processing has been reduced 27%.

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f. Unfortunately, the time required to clear applicants has remained the same. This is because the Office of Security had to divert about [redacted] of its field investigators from staff to industrial clearances.

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g. Again, unfortunately, the time from clearance to EOD increased by 8%. This is directly attributable to the freeze during which we had as many as [redacted] cleared applicants we were unable to EOD. (With the temporary lifting of the freeze, we should be slightly above ceiling on 31 December although we lost about 10% of our cleared applicants who took other jobs because of the freeze.)

h. The value of up-front screening is shown by a significant drop in the ratio of those put in process to those who EOD. From October, 1979, through April, 1980, it took 2.2 clericals put in process to get one EOD. From May 1980, when the new system became functional, through October, 1980, this ratio dropped to 1.6 to 1. For professionals, the results were even more striking, with the ratio dropping from 2.8 to 1 to 1.9 to 1. This means, in effect, that one-third fewer professionals had to be processed to produce the same number of EOD's.

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i. Without the imposition of the stringent controls required under the new system, trend lines show that processing of even greater numbers of new applicants would have been chaotic. In fiscal year 1978, [redacted] professional applicant files were handled. In fiscal year 1980, there were [redacted] files. Without the controls, it is projected that [redacted] files would have gone into the system, a 60% increase which would have overwhelmed our ability to complete processing. As it was, we still initiated processing on 25% more professional applicants. Since the new system did not become operational until the second half of the fiscal year, we look forward to a reduction in both the number of applications going

4. Summary

While with more money and manpower the new system could have shown a greater reduction in processing time, we believe significant progress has been achieved. Barring the continuation of the freeze, we look for even further progress this year. We therefore urge that IG recommendation 42 be dropped.

Harry E. Fitzwater

Harry E. Fitzwater

Distribution:

Orig - Return to D/PPPM

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OPPPM/R&P

23 December 1980

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into the system and going into process during this fiscal year. Even while implementing the new system and cleaning out the high numbers under the old system, we were able to increase EOD's by 65%, be within 0.15 of our ceiling in spite of the freeze and are in a posture to be slightly over ceiling on 31 December.

3. Recruiting

a. As noted in reference B., the new system permits us to achieve a long-desired goal--targeted recruiting. The effectiveness of our increased emphasis on selective recruiting is illustrated by the following comparative statistics--showing the impact of this approach begun in May 1980:

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	<u>May-Nov 1979</u>	<u>May-Nov 1980</u>
Total Professional/Technical Applicants		
Engineer, Scientist, Computer Scientist and Electronic Technician Applicants		

These statistics reflect our success in achieving a 26 percent decrease in the number of cases submitted from May through November 1980 compared to the same period last year. More importantly, it shows that our targeted occupations increased from 14 percent of the total cases submitted to 29 percent, an increase of 107%. This concentration of effort will permit us to meet all of our requirements, especially in the difficult-to-recruit occupations.

b. We have up-dated our roster of representatives nominated by their office heads to accompany us on recruiting trips. There has been a 50% increase in recruiting trips by these office representatives in the last year.

c. The Directorate Representatives have spent time in the field with some of our recruiters, and they will meet with them all in the future. These visits have been useful in up-dating the recruiters on the needs of their directorates.

d. We broke all records in the hiring of women and minorities for professional positions. Twenty-six percent of our new professionals were women. The previous high was 22%. We exceeded the number of Black professionals entered on duty the previous year by 29%, and our previous record by 12%.

Executive Registry

80-4319/3

12 August 1980

MEMORANDUM FOR: Inspector General
 Director of Personnel Policy, Planning, and
 Management

FROM : Deputy Director of Central Intelligence
 SUBJECT : Recommendation #42 of Inspector General Report on
 Recruitment

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1. I have reviewed the results of your meetings with [redacted] on the subject and the most recent memos expanding upon your current positions. I have also reviewed the original IG recommendation, recent OPPPM changes to the recruitment processing procedure, and current statistics and reports on progress. I have come to the following conclusions.
2. OPPPM should continue to implement the new system currently underway. We will postpone further consideration of the IG recommendation for a pilot system for six months. That will allow enough time to see if OPPPM's new process, begun in March/April 1980, bears real fruit.
3. OPPPM will prepare a status report by September 30 for the DCI/DDCI and the IG providing information on progress and problems in the recruitment process and, at a minimum, key indicators such as progress towards reducing people in the pipeline and towards decreasing processing time for EODs.
4. By December 31, I request an in-depth report by OPPPM on the entire recruitment process during 1980.

Frank C. Cartucci

cc: DCI

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Executive Registry

80-7319

23 SEP 1980

30 SEP 1980

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Director of Personnel
Policy, Planning, and Management

SUBJECT: Recruitment Process

REFERENCE: Memo for IG and D/PPPM from DDCI, dtd 12 August 1980,
Subject: Recommendation #42 of Inspector General
Report on Recruitment

1. Paragraph 3 of the reference asked that a status report be prepared on progress and problems in the recruitment process and progress in decreasing processing time. Since the essence of the IG report was that hiring takes too long, the report is organized to discuss: (1) processing under our new system and then (2) recruiting.

2. The New System

In spite of many problems (e.g., delays in construction and communications systems, shortages of personnel and travel funds, the freeze, etc.), significant accomplishments have been made. Among these are:

a. A new two-part and shortened application form was developed and is now in use. More significantly, it is being returned much faster than the old long form.

b. Unclassified fliers describing the work and qualifications required for offices with the largest needs for applicants were prepared and are in use.

c. For the first time, security and medical processing criteria were written in unclassified versions. The aim is to dissuade individuals who clearly do not meet our criteria from submitting employment applications.

d. While not designed for the new system, our CAPER computer program has been debugged and has become invaluable in providing statistics to monitor the new system.

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e. Dedicated WATS lines have been installed, thereby greatly reducing the time spent on the telephone contacting applicants.

f. A Review Unit has been established. This has reduced from 21 to two days the review of applications to ensure the applicants have qualifications meeting our requirements.

g. An Expediter Group has been established to ensure applicants and the offices meet stringent response deadlines at every stage of selection and processing.

h. As a part of the Expediter Group, security and medical representatives are screening applicants before offices receive the applications. As a result, [] percent are called or interviewed regarding such problems as drugs. Of these, [] percent are rejected and do not get any further in the system. This is a significant change because sizable numbers of such applicants previously had a full field investigation and polygraph before they were rejected.

i. To reduce the numbers in process as required by the new system model, quotas have been established for each Career Service in both critical and non-critical occupational categories.

j. Each Directorate has agreed to provide a representative to ensure its recruitment requirements are realistic and Recruitment Guides are accurate, to ensure applications for their Directorates are on target, and to contact their Deputy Directors and Office Heads on problem areas.

k. We are hand-carrying applicant files to and from the offices.

3. In spite of continuing problems (for example, two of our work areas are completely disrupted by construction), significant reductions in the number of applicants and in processing time have been made:

a. The number of applicants in process has been cut in half--from over [] We are approaching our goal which will permit OPPPM, OS and OMS to continue to reduce the processing time.

b. Applications being considered by offices have been drastically reduced. As a result, and prodded by our Expeditors, offices are making decisions about applicants much more rapidly.

c. While monthly statistics can prove unreliable, the time from the beginning of medical and security processing to EOD for professionals was reduced one-third (7.6 months to 5.0 months) between April and July.

d. Clerical processing time has been reduced from 3 1/2 months to 2 1/2 months, a reduction of 29 percent.

e. Our fast-track processing for a local, unemployed clerical applicant resulted in a clearance in eight days. The time from initial contact to EOD was three weeks.

f. If it were not for the freeze, we would have been at ceiling on 30 September for the first time in years. As it is, we have increased our EOD's 65 percent through 18 August of this fiscal year as contrasted with the same period last fiscal year. Because of the new system, we have applicants cleared and available for entrance-on-duty to ensure that we use all of our entitlements.

4. Recruiting

The greatly reduced numbers required under the new system have made it possible to begin to achieve a long-desired goal: targeted recruiting. Instead of all requirements being given to all recruiters throughout the country, specific requirements, based on demographic analyses, are now being given to individual recruiters. This more focused recruiting is much more efficient and cost-effective and results in fewer applications being submitted for each job. It also permits us to monitor recruiting more closely to make certain each requirement is filled.

5. The effectiveness of our increased emphasis on selective recruiting is illustrated by the following comparative statistics--showing the impact of this approach begun in May 1980:

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Total Professional/Technical Applicants	May-Aug 1979	May-Aug 1980
Engineer, Scientist, Computer Scientist and Electronic Technician Applicants		

These statistics reflect our success in achieving a 22 percent decrease in the number of cases submitted from May through August 1980 compared to the same period last year. More importantly, it shows that our targeted occupations increased from less than 13 percent of the total cases submitted to more than 23 percent. This is an increase of 41 percent. This concentration of effort will permit us to meet all of our requirements, especially in the difficult-to-recruit occupations.

6. Similarly, and despite the Federal hiring freeze, we have already achieved our goal of increasing the number of minorities recruited and entered on duty. Barring unforeseen circumstances, we have a good chance of breaking our record this fiscal year for the number of minorities entered on duty in any previous fiscal year.

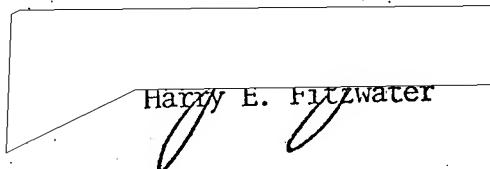
7. The offices have worked much more closely with Recruitment Division in FY-80 than they have in previous years. Office representatives joined us on 41 recruiting trips thus far in FY-80 compared to a total of 27 trips in FY-79. This amounts to a 50 percent increase in component involvement in recruiting and is reflective of the efforts we have initiated in the past several years to work more closely with the offices on their recruitment needs. Last year we formalized a procedure whereby the offices designated specific individuals to join us on recruiting trips and authoritatively represent the interests of their offices. We have recently contacted the offices to update this roster and to ensure the offices are aware of our continuing interest in having them participate in recruiting efforts.

8. In addition to our efforts to involve the offices more in our recruiting efforts, we note that six of the last seven recruiters assigned to the field have themselves had extensive substantive experience in various offices outside of OPPPM. This, in combination with six months of formal and on-the-job training including at least half a day in each office in the Agency prior to their field assignments, equips them well to represent the entire Agency in filling all Agency requirements.

9. Recruitment requirements are becoming more refined in both quality and quantity. Recruiters are concentrating on these requirements and are forwarding only applications which are on target. The review and expeditor mechanisms are furnishing the offices with high quality applicants. Reduced numbers are permitting OPPPM, OS and OMS to clear applicants much more rapidly.

10. To be sure, there are still problems to solve and refinements to be made. In summary, we remain enthusiastic about the improvements made in recruitment and processing in light of the significant progress made to date.

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Harry E. Fitzwater

cc: Inspector General